



REPUBLIC OF KENYA

THE NATIONAL TREASURY AND PLANNING
STATE DEPARTMENT FOR PLANNING

GUIDELINES FOR PREPARATION OF COUNTY SECTORAL PLANS

DECEMBER 2020



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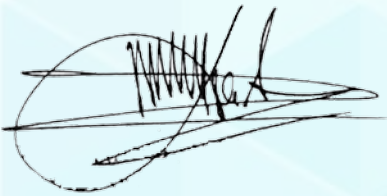
FOREWORD

Development planning is paramount for proper utilization of scarce resources. The Public Finance Management Act, 2012, outlines the key stages for county governments planning and budgeting process and comprises integrated development planning process which should include both long term and medium term planning; planning and establishing financial and economic priorities for the county over the medium term; and making an overall estimation of the county government's revenues and expenditures.

The County Government Act, 2012, requires that counties prepare ten-year County Sectoral Plans. The County Sectoral Plans shall be programme-based, and will be used as the basis for budgeting and performance management and shall be reviewed every five years by the County Executive and approved by the County Assembly. The Act also requires that the County Sectoral Plans be updated annually.

The National Government is mandated with national economic policy and planning and provision of capacity building and technical assistance to the counties as stipulated in the Fourth Schedule of the Constitution. It is against this backdrop that the National Treasury and Planning in collaboration with stakeholders developed these Guidelines for the long-term county planning process. The Guidelines will ensure norms and standards in preparation of the County Sectoral Plans across the country. It is envisaged that counties will come up with uniform sectors and develop long-term sectoral visions, goals and development strategies that will help steer county development process.

It is my expectation that the Guidelines will enhance development planning in the counties, which will in turn ensure equity and sustainable development in line with the aspirations of Kenya Vision 2030, regional and international development obligations and commitments.



HON. (AMB.) UKUR K. YATANI, EGH
CABINET SECRETARY
THE NATIONAL TREASURY AND PLANNING

ACKNOWLEDGEMENTS

Preparation of these Guidelines was spearheaded by a team of officers from The National Treasury and Planning. Special gratitude goes to the Cabinet Secretary, National Treasury and Planning, for providing the overall leadership and guidance throughout the preparation process.

Special thanks also go to all the County Governments led by the Governors, the National Government Departments at the county level led by the County Commissioners and other stakeholders for their support and providing invaluable inputs during the county consultative forums to validate the Guidelines.

I acknowledge Mrs. Katherine Muoki, the Economic Planning Secretary for her critical role in offering diligent guidance in the preparation of the Guidelines. I also wish to acknowledge the role of Mr. Joseph Mukui, the Economic Planning Advisor, for the inputs he provided during the initial stages of preparation of the Guidelines.

In addition, I wish to recognize the role played by Mr. Benson K. Kimani, Director Economic Development Coordination Directorate who provided technical insights and led the following technical team who dedicated unfailing commitment in the preparation process: Mr. Richard Mwarema, Mr. Edwin Njue, Ms. Ann Mwangi, Ms. Ann Muthamia, Mr. Samuel Kimote, Mr. Joseph Njagi, Mr. Joseph Malonza, Mr. John M. Mbuthi, Ms. Ann Mureithi, Ms. Robina Kwamboka, Mr. Jackson Kiprono, Ms. Elizabeth Wamalwa, Ms. Winfred Kirimi, Mr. Morris Kamande, Ms. Victoria Wachaiyu, Ms. Felistus Mbuva, Mr. Samuel Nguluu, Ms. Joyce Sanga, Ms. Pamela Jerotich, Ms. Priscila Nyambura, Mr. Kevin Njuki, Mr. Timothy Anguza, Ms. Maureen Kenga and Mr. Samson Oduma.

The support of the Council of Governors' Secretariat led by the Chief Executive Officer Ms. Jacqueline Mogeni and technical officers, Ken Oluoch and Mercy Wangui, is also appreciated.

Finally, I wish to express our gratitude to the World Bank through the Kenya Devolution Support Programme and the Royal Danish Embassy through the Public Sector Reforms Programme for providing the resources to finance the consultative process and printing of the Guidelines.



**SAITOTI TOROME, CBS
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ACRONYMS AND ABBREVIATIONS

| | |
|-----------------|---|
| AIDS | Acquired Immune Deficiency Syndrome |
| CBEF | County Budget and Economic Forum |
| CIDP | County Integrated Development Plan |
| CSP | County Sectoral Plan |
| DRM | Disaster Risk Management |
| DRR | Disaster Risk Reduction |
| HIV | Human Immunodeficiency Virus |
| IBEC | Intergovernmental Budget and Economic Council |
| ICT | Information and Communication Technology |
| Kshs | Kenya Shilling |
| M&E | Monitoring and Evaluation |
| MDAs | Ministries, Departments and Agencies |
| MTEF | Medium Term Expenditure Framework |
| MTP | Medium Term Plan |
| NGO | Non-Governmental Organization |
| PFMA | Public Finance Management Act |
| SDG | Sustainable Development Goal |
| SWG | Sector Working Group |
| NT&P | National Treasury and Planning |

CONCEPTS AND TERMINOLOGIES

Activities: Actions taken through which inputs are utilized to produce outputs.

Baseline: A value that shows the initial state of an indicator at the start of a phase/ project/ programme, against which progress can be assessed or comparisons made.

Blue Economy: The use of the sea and its resources for sustainable economic development and covers both aquatic and marine spaces including oceans, seas, coasts, lakes, rivers, and underground water.

Demographic Dividend: The accelerated economic growth that may result from a decline in a country's mortality and fertility rates and the subsequent change in the age structure of the population.

Development Issue: The key constraint/emerging concern in a sector that needs to be addressed or tapped into through various interventions and programmes.

Emerging Issues: This refers to recent occurrences/events/phenomena which might impact a sector negatively or positively. They range from environmental, policy, legal, technological, economic, political, social and cultural.

Flagship/Transformative Projects: These are projects with high impact in terms of employment creation and increasing county competitiveness and revenue generation, among others. They may be derived from the Kenya Vision 2030, the Medium Term Plans and the County Transformative Agenda/Long-term Plans.

Green Economy: An economy that aims at reducing environmental risks and ecological scarcities, and that aims at sustainable development without degrading the environment.

Inclusivity: The practice of ensuring all stakeholders are involved at all stages of the plan preparation, implementation, monitoring and evaluation processes.

Inputs: The financial, human, material and information resources used to undertake activities to produce outputs.

Mainstreaming: Integration of cross cutting actions into various stages of decision making (design, implementation, monitoring and evaluation of development policies and programmes).

Outcome Indicator: This is a specific, observable, and measurable characteristic or change that will represent achievement of the outcome. Outcome indicators include quantitative and qualitative measures. Examples: Enrolment rates, transition rates, mortality rates, customer satisfaction levels, etc.

Outcome: The intermediate results generated relative to the objective of a programme or intervention.

Output: The immediate tangible or intangible result (products, services etc) achieved directly from the implementation of an activity.

Participatory: Ensuring engagement of stakeholders in decision making at various stages of the plan preparation, implementation, monitoring and evaluation processes.

Performance indicator: A measurable variable that assesses the progress of a particular project/ programme.

Programme: A grouping of related projects and/or services performed by a Ministry, Department or Agencies to achieve a common objective. The Programmes must be mapped to strategic objectives.

Project: A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters/deliverables.

Result: A measurable change in state expected to be achieved from implementation of an intervention. Results are at three levels: outputs, outcomes and impact.

Sectoral Plan: Refers to a framework for identification of development issues, challenges and opportunities in a given sector with the aim of setting policy initiatives and strategies towards achievement of the set goals.

Sectors: A composition of departments, agencies and organizations that are grouped together according to services and products they provide. They produce or offer similar or related products and services, and share common operating characteristics.

Sub-sector: An individual department, agency or organization that provide specific service/ product

Sustainable Development: The development that meets the needs of the present, without compromising the ability of future generations to meet their own needs.

Synergy: The benefit that results when two or more sectors work together to achieve set targets they could not have achieved at individual sector level.

Target: A level of result desired to be achieved within a given time frame.

SECTION ONE: INTRODUCTION

1.1 Background Information

Article 174 of the Constitution of Kenya provides the objects of devolution of government, which include, amongst others: to promote democratic and accountable exercise of power; to recognise the right of communities to manage their own affairs and to further their development; and, to promote social and economic development and the provision of proximate, easily accessible services throughout Kenya. County planning and development is one of the functions assigned to the County Governments in the Fourth Schedule of the Constitution. Various laws on devolution have been enacted including the County Government Act, 2012.

Part XI of the County Government Act deals with county planning and provides for amongst others, the principles of planning and development facilitation; objectives of county planning; Obligation to plan by the county; integrating national and county planning; and types and purposes of county plans. Section 102 (h) of the Act underscores the relevance of planning at the county level with a view to aligning county financial and institutional resources to policies, objectives and programmes; providing a platform for unifying planning, budgeting and financing programme implementation, as well as performance review. Section 105 (1) (b) of the Act states that a county planning unit shall be responsible for ensuring integrated planning within the county while Section 106 provides the context for integrating national and county planning.

Counties are expected to align their development policies, programmes and projects to the national development framework. The National Government provides the guiding policies, norms and standards for developing various county plans as well as capacity building and technical assistance to the counties. It is in view of the foregoing that the National Treasury and Planning, through the State Department for Planning, has developed these Guidelines for Preparation of County Sectoral Plans.

1.2 Legal and Policy Framework for Development Planning

There are various policies and legislations that have been put in place to facilitate development planning as indicated below.

1.2.1 County Government Act, 2012

The County Government Act, 2012, Section 107 specifies the types and purposes of county plans. These plans include County Integrated Development Plans, County Sectoral Plans, County Spatial Plans, and Cities and Urban Area Plans. The plans shall guide, harmonize and facilitate development and shall be the basis for all budgeting and spending in a

county.

Specifically, Section 109 of the Act states that a county department shall develop a ten-year county sectoral plan as component parts of the county integrated development plan. The County Sectoral Plans shall be programme based, the basis for budgeting and performance management and shall be reviewed every five years by the county executive and approved by the county assembly, but updated annually.

In order to strengthen development planning at the county level, Section 54 of the County Government Act requires that the county establishes the County Intergovernmental Forum that will be in charge of harmonization of services rendered, coordination of development activities and intergovernmental functions in the county.

1.2.2 Public Finance Management Act, 2012

The Public Finance Management Act, 2012 Section 125 provides for stages in the county budget process. The key stages for county governments planning and budgeting process in any financial year shall consist of, among others: integrated development planning process which shall include both long term and medium term planning; planning and establishing financial and economic priorities for the county over the medium term; and making an overall estimation of the county government's revenues and expenditures.

Section 126 of the Act provides that every county government shall prepare a development plan in accordance with Article 220(2) of the Constitution, that includes: strategic priorities for the medium term that reflect the county government's priorities and plans; a description of how the county government is responding to changes in the financial and economic environment; and programmes to be delivered with details for each programme of the strategic priorities to which the programme will contribute, the services or goods to be provided, measurable indicators of performance where feasible, and the budget allocated to the programme.

Section 137 of the Act provides for the establishment of County Budget and Economic Forum (CBEF) to facilitate county budget consultation process and provide means for consultation by the county government on the preparation of county plans. In addition, section 187 of the Act provides for the establishment of the Intergovernmental Budget and Economic Council (IBEC) that shall among others provide a forum for consultation and cooperation on matters relating to budgeting, the economy and financial management and integrated development at the national and county level.

1.2.3 Urban Areas and Cities Act, 2011

Section 37 (1) of Urban Areas and Cities Act, 2011, states that a city or urban area's integrated development plan shall be aligned to the development plans and strategies of the county governments. In addition, Section 36(2) states that an integrated urban or city development plan shall bind, guide and inform all planning development and decisions and ensure comprehensive inclusion of all functions.

1.2.4 Intergovernmental Relations Act, 2012

Section 7 of the Intergovernmental Relations Act, 2012, establishes the Summit responsible for, among others, monitoring the implementation of national and county development plans and recommending appropriate action. Section 11 of the Act establishes the Intergovernmental Relations Technical Committee (IGRTC) while Section 12 gives its functions which include, among others, providing secretariat services to the Summit.

Sections 19 and 20 (1) (f), (1) (g), (3) of the Act establish the Council of Governors and gives it, among other functions, coordinating the receiving of reports and monitoring the implementation of inter-county agreements on inter-county projects. The Council of Governors is also mandated to establish sectoral working groups or committees for the better carrying out of its functions.

1.2.5 Kenya Vision 2030

The Kenya Vision 2030 is the country's development blueprint that aims at creating "a globally competitive and prosperous nation with a high quality of life by 2030". It further aims to transform Kenya into "a newly industrializing, middle income country providing a high quality of life to all its citizens in a clean and secure environment". It is anchored on three Pillars – Economic, Social and Political – which are all supported by the Enablers/ Foundations. The Vision is implemented through successive five years Medium Term Plans at the national level and the CIDPs at the county level.

1.2.6 The Medium Term Plans (MTPs)

The First Medium Term Plan (MTP) of Kenya Vision 2030 was implemented during the period 2008-2012 while the Second MTP covered the period 2013-2017. The Third MTP outlines the main policies, legal and institutional reforms as well as programmes and projects that the Government plans to implement during the period 2018-2022. The theme of the Third MTP is, "Transforming Lives: Advancing socio-economic development through the Big Four". The "Big Four" is an accelerated five-year transformative agenda designed to fast track the realization of the country's development framework and involves: Enhancing Manufacturing; Food and Nutrition Security; Universal Health Coverage; and Provision of Affordable Housing. During this period, counties are expected to align their plans, programmes and projects those in the Third Medium Term Plan.

1.2.7 National Spatial Plan 2015 – 2045

The National Spatial Plan provides a national spatial structure that defines how the national space is utilized to ensure optimal and sustainable use of land and land-based resources. This is imperative as it facilitates the achievement of the land policy principles of efficiency, equity, sustainability and productivity. The plan aims at promoting the attainment of national, social, economic and environmental goals and objectives.

Further, the plan provides strategies for spatial growth and development that include:

optimizing land and natural resources, promoting balanced regional development, promoting rural development and managing the impacts of global trends.

The National Spatial Plan serves as a guide in the preparation of the regional, county and local spatial plans. Section 110 of County Government Act requires counties to prepare a ten year county Geographic Information System based database system spatial plan for each county, which shall be a component part of the county integrated development plan providing: a spatial depiction of the social and economic development programme of the county as articulated in the integrated county development plan; clear statements of how the spatial plan is linked to the regional, national and other county plans; and clear clarifications on the anticipated sustainable development outcomes of the spatial plan.

1.4 Attributes of a Good Sectoral Plan

Goal Oriented: The plan should have clearly set out desired goal(s) to be achieved within the planned period.

Evidence Based: It should be based on established information from research findings, performance reviews and evaluations to inform decision making.

Strategic: The plan should identify long-term or overall aims of a sector and the means of achieving them. It should present strategies for translating sectoral objectives into specific targets.

Sustainable Development Oriented: The prioritized programmes and projects should ensure sustainable, equitable and rational use of resources to achieve long-term environmental, social, economic and technological viability.

Inclusive and Participatory: The plan should involve all stakeholders at various stages during preparation, implementation and monitoring and evaluation.

Achievable: The plan should be realistic and within the available resources for the sector.

Time-bound: The plan should cover a period of 10 years, should be reviewed mid-way and updated annually. The implementation of programmes and projects should cover a specific time period within which the expected results are to be realized.

Provision of Monitoring and Evaluation Framework: The plan should provide a mechanism for tracking progress and assessing the impact of the development interventions.

Programme Based – The plan should group together related projects and/or services performed by a sector to achieve a common objective and outcomes.

Integrated: The plan should ensure all programmes and projects formulated are comprehensively linked to county and national development plans and policies. The plan should also assess and utilize the opportunities offered by other agencies across sectors.

Coherent: It should clearly outline the logical link between developmental needs, priorities, strategies and outcomes.

1.5 Purpose of the Guidelines

These Guidelines provide the counties with a framework for the preparation of the County Sectoral Plans (CSPs). The Guidelines will ensure quality and standardised sectoral development plans within and across counties.

1.6 Steps in Preparation of the County Sectoral Plan

Phase I: Preliminary stage

- (i) The County Executive Committee (CEC) Member responsible for economic planning, in consultation with the County Secretary and the County Commissioner, will constitute a secretariat composed of county and national government officers and other relevant stakeholders to develop modalities for preparation of the County Sectoral Plan (CSP).
- (ii) The County Executive Committee (CEC) Member responsible for economic planning will issue a circular to initiate CSP preparation process. The circular should clearly outline county sectors, composition of sector working groups and their terms of reference (TORs) and timelines for accomplishment of milestones in the preparations of the CSP.
- (iii) The CEC members responsible for each sector constitute Sector Working Group (SWG) which will be responsible for spearheading the process. The Chair of the SWG should be an Accounting Officer/ Chief Officer. The membership of the SWG should include among others national and county governments departments/agencies technical representatives, representatives of Non-State Actors and County Planning Unit representative(s) who will coordinate planning as provided for in the County Government Act, liaise with the Sector Chair to convene the SWG, and provide technical support to the SWG.
- (iv) The SWG should undertake stakeholder mapping that will include relevant MDAs at the county and national levels, County Budget and Economic Forum and other forums as articulated in the various legislations, Development Partners, the private sector, Public Benefit Organizations, Academia and County citizens.
- (v) The County Planning Unit representative(s) in each sector will carry out sensitization/ familiarization sessions on the CSP guidelines and the preparation process of CSP to the County Sector Working Groups.

Phase II: Drafting Process

- (i) Data collection and analysis
 - a. The SWGs should undertake a comprehensive review of relevant policies, laws and development strategies to inform the CSP preparation process. These may include: the Kenya Vision 2030; County Long-term Vision; sector related policies and laws; and the National and County Spatial Plans among others.
 - b. The SWGs should review sector performance to determine the level of achievement, programmes implementation, challenges and lessons learnt.
 - c. The SWG will collect relevant Information and inputs from the stakeholders through various established modalities including consultation forums and citizens

engagements.

- (ii) SWGs to consolidate and analyze the collected data and information, and draft the CSP as per the guidelines.

Phase III: Validation

The Draft Sectoral Plan is subjected to stakeholders for input and comments to be incorporated by the SWGs. The draft should be shared with State Department for Planning for review and advise before finalization.

Phase IV: Approval, Dissemination and Implementation

The SWG will present the Draft Sectoral Plan to the County Executive Committee for consideration and adoption before submission to the County Assembly for approval. Once the Plan is approved, it should be disseminated to various stakeholders followed by implementation, monitoring, evaluation and reporting.

Phase V: Review of the Plan

The County Sectoral Plan should be reviewed every five years and updated annually.

SECTION TWO: STRUCTURE OF THE COUNTY SECTORAL PLAN

2.1 Introduction

This section presents the structure of the County Sectoral Plan as well as the outline of the various chapters and the annexes.

2.2 The County Sectoral Plan Structure

The following is the structure of the County Sectoral Plan:

PRELIMINARIES

i.) Cover Page

The cover page should contain the following:

- Logo (The National and County Government)
- County Name
- (Sector Name) Sectoral Plan
(Period e.g. 2020-2030)
- Theme of the Plan

ii.) First Page (Title page)

- Title:{Insert sector name}Sectoral Plan for ____ {Insert county name}
- Sectoral Vision and Mission

iii.) Subsequent Pages of the Plan

- Table of Contents
- List of Tables
- List of Maps/Figures
- List of Plates (Captioned photos)
- Abbreviations and Acronyms
- Glossary of Commonly Used Terms

iv.) Foreword

To be signed by the County Governor

v.) Preface

To be signed by the CEC(s) responsible for the sector

vi.) Acknowledgement

To be signed by the Chair of the Sector Working Group (Accounting Officer)

vii.) Executive Summary

This section should present an overview of the plan.

CHAPTER ONE: INTRODUCTION

1.1 Overview of the County

The section should give highlights on the county size in square kilometres; position (coordinates in terms of longitudes and latitudes), the names of the neighbouring counties and countries (where applicable), physical and topographic features, ecological and climatic conditions, the overall population figure disaggregated by gender and socio-cultural settings of the county.

The section should also give a summary of major economic activities driving the economy of the county.

Insert the county map

{Maximum two page}

(This section should be standardized across all sectoral plans in the respective county)

1.2 Background Information

The section should cover the sector composition in terms of sub-sectors and their mandates, and the contribution of the sector towards socio-economic development.

1.3 Rationale

The section should provide a justification for preparing the CSP. This should entail discussing the need for the plan with reference to its linkages with: the existing relevant legal and policy framework; and domestication of the relevant inter-county regional and international obligations and commitments.

1.4 Methodology

This section should clearly document the approach adopted in developing the sectoral plan. This may cover a brief on the process followed including stakeholder consultations, and methods of data collection and analysis among others.

CHAPTER TWO: SITUATION ANALYSIS

2.1 Sector Context Analysis

This section should discuss the environment within which the sector operates. This includes macro-economic, political (administration), socio-cultural, demographics, environmental, technological issues among others. It should highlight the intra-county data variations and key factors influencing the performance of the sector. *(Where applicable key maps showing spatial distributions of issues being analyzed may be provided).*

The section should also discuss the existing sector policy and legal framework and how they influence the performance of the sector. This may include national and county policies, regional and international obligations.

2.2 Review of Sector Financing

This section should discuss the trends on how the sector has been previously allocated resources to finance its programmes for the previous ten (10) years – or since the commencement of devolution. This can be provided by sub sector. Comparison should be done between the sub-sector budget against the total Sector budget, and sector budget against the total county budget. It should highlight budgets financed by County Government, National Government and non-state actors. This is as indicated in Table 1.

Table 1: Source of Sector Budget Financing

| Source of Financing | Year1 | Year2 | Year3 | Year4 | Year5 | ... |
|---|-------|-------|-------|-------|-------|-----|
| County Government (equitable share, and own source revenue) | | | | | | |
| National Government (conditional grants) | | | | | | |
| Development Partners (conditional grants) | | | | | | |
| A.I.A (CSOs) | | | | | | |

Table 2: Analysis of Sector budget by sub-sector

| Sub-Sector Name | Financing | | | | | |
|--------------------------------------|-----------|-------|-------|-------|-------|-----|
| | Year1 | Year2 | Year3 | Year4 | Year5 | ... |
| | | | | | | |
| | | | | | | |
| Total Sector Budget Financing | | | | | | |
| Total county Financing | | | | | | |

Provide analysis of sub-sector financing against the sector budgets financing; and sector budget financing against the county budget financing, and source of budget financing in charts or bar-graphs, as indicated in Table 2.

Note: Review of sector financing should cover a period of up to 10 years where data is available.

2.3 Sector Performance Trends and Achievements

The section should provide an analysis of the sector performance trends based on the key sector statistics (outcomes) and where possible, making comparison with the situation at national level. It should also highlight the key achievements of the sector within the last plan period as well as lessons learnt.

Where there is more than one sub- sector, the analysis should be done per sub- sector. Information on this section can be presented in a tabular form where possible.

2.4 Sectoral Development Issues

This section should present the development issues and their causes. The section should further highlight available opportunities and the possible challenges that hinder achievement of the development objective in relation to each development issue.

The information should be captured in the template provided in Table 3.

Table 3: Sectoral Development Issues, Causes, Opportunities and Challenges

| Sub-Sector | Development issues | Causes | Opportunities | Challenges |
|-----------------------------|-------------------------------------|----------------------------------|--|--|
| Early Childhood Development | Access to early childhood education | Inadequate ECD infrastructure | Existing Primary schools; Integration Policy; Devolvement of ECD | Lack of adequate land for constructing new ECD centre; Inadequate financial resources |
| | | High cost of accessing education | | |
| Water | Access to clean and safe water | Inadequate water infrastructure | Presence of Water aquifers | Inadequate technical capacity; Illegal water connection |
| | | | Long rain seasons | |
| | | High cost of water access | | |

2.5 Crosscutting Issues

This section should briefly discuss crosscutting issues. For each issue, indicate: the current situation, how it is affecting the sector, the existing gaps (policy, legal and institutional), measures and recommendations for addressing the gaps. This should be as shown in

Table 4.

Table 4: Analysis of Sector Crosscutting Issues

| Cross-cutting Issue | Current Situation | Effects of the Issue on the sector | Gaps (policy, legal and institutional) | Measures for addressing the gaps | Recommendations |
|---|--|--|---|---|---|
| <i>HIV&AIDS (Finance & Planning Sector)</i> | <i>Prevalence rate is 8.1%.High prevalence among youth</i> | <i>Reduce budgetary allocation to productive sectors</i> | <i>HIV&AIDS policy does not cover all sub-sectors</i> | <i>National Policy on HIV &AIDS</i> | <i>Domestication of the National Policy to county specific Awareness creation</i> |
| | | | | | |
| | | | | | |

The crosscutting issues may include green economy considerations, climate change, HIV and AIDS, Youth affairs, Gender, Disaster Risk Management (DRM), Disability, Children affairs, Alcohol and Drug Abuse, among others.

2.6 Emerging issues

This section should provide emerging issues and how they are affecting the performance of the sector. It should also give the interventions in place or proposed to mitigate the negative effects or harness the positive effects. These issues may include: disease pandemics, disasters, proposed amendments to constitution, and Regional Economic Blocs, among others.

2.7 Stakeholder analysis

This section should highlight the different stakeholders relevant to the sector and their roles and possible areas of collaboration. This can be presented as indicated in Table 5.

Table 5: Stakeholders Analysis

| Stakeholder | Roles | Possible areas of Collaboration |
|--|--|---|
| <i>UNICEF</i> | <i>Technical support to education sector</i> | <i>Funding of ECDE Feeding programme</i> |
| <i>Ministry of Education (National Government)</i> | <i>Provide policy guidelines</i> | <i>Conditional funding to education infrastructure (Vocational Training Institute) and capitation</i> |

(Example provided for County Education Sector)

CHAPTER THREE: SECTOR DEVELOPMENT STRATEGIES AND PROGRAMMES

3.1 Sector Vision, Mission and Goal

- 3.1.1 Sector Vision
- 3.1.2 Sector Mission
- 3.1.3 Sector Goal

3.2 Sector Development Objectives and Strategies

This section should present the sector objectives and strategies in relation to development issues identified in the previous chapter. The information should be captured in the format as provided in Table 6.

Table 6: Sector Developmental Issues, Objectives and Strategies

| Sub-sector | Development Issue | Development Objectives | Strategies |
|--|---|---|--|
| Water | Access to clean and safe water | Improve access to clean and safe water | Increase coverage of piped water to households |
| | | | Rainwater harvesting |
| | | | Water treatment and supply |
| Education | Access to early childhood development education | Increase enrollment rate to ECDE | ECDE infrastructure development |
| | | | School feeding programme |
| | | | Implementation of Basic Education Act, 2013 |
| | Transition from primary to secondary school | Increase transition rate from primary education to secondary school | Improve secondary school infrastructure |
| Subsidizing cost of accessing secondary school education | | | |

3.3 Sector Programmes and Interventions

This section should provide the programmes, their objectives and the key interventions. The programmes should be in line with the strategies identified in Section 3.2. Consideration of projects within the programmes should be in accordance with the Public Investment Management guidelines.

The detailed sector programmes and interventions should be presented in the implementation matrix provided in the Table 7 (To be included as an Annex).

Table 7: Implementation Matrix

| Programme | Objectives | Strategies/ Interventions | Implementing Agency(s) | Time Frame | Funding | |
|-----------------------------|---|---|---------------------------|----------------|---|----------------------------|
| | | | | | Total Budget (Ksh in millions) | Source(s) |
| Water Supply Services | Improve access to clean and safe water | Increase coverage of piped water to households | Department of water | 2022- 2027 | 10,000 | CG – GoK; Donor - WB |
| | | Promotion of rainwater harvesting | Department of water | 2022 - 2030 | 8,000 | CG |
| | | | | | | |
| | | | | | | |

3.4 Sector Flagship Projects

This section should capture major projects/large scale initiatives with high socio-economic impact in terms of creating employment, enhancing competitiveness, revenue generation, and ability to deliver services including promoting peace and co-existence across the county. The impact should generate rapid and widely shared growth that is felt beyond the locality where it is being implemented. These may include projects that are area-based, county -wide, inter-county and those to be implemented together with national government and development partners. The information should be captured as provided in Table 8.

Table 8: Sectoral flagship projects

| Project Name: (Location) | Objective | Outcome | Description of Key Activities | Time Frame | Beneficiaries (No.) | Estimated Cost | Source of Funds | Implementing Agency |
|--------------------------------|-----------|---------|----------------------------------|---------------|------------------------|-------------------|-----------------------|------------------------|
| | | | | | | | | |
| | | | | | | | | |

3.5 Cross-Sectoral Linkages

This section should provide mechanisms/actions on how sectors will build synergies and address adverse effects that may arise from the implementation of the programmes. For each programme, indicate the considerations that should be made in respect to harnessing cross-sector synergies arising from programmes, and mitigation measures that may be adopted to avoid or manage potential adverse cross-sector effects.

The information should be captured as provided in Table 9.

Table 9: Cross-Sectoral linkages

| Programme Name | Linked Sector | Cross-sector Linkages | | Measures to Harness or Mitigate the Effects |
|----------------------|---------------|------------------------------|--------------------------------|--|
| | | Synergies | Adverse Effects | |
| Roads infrastructure | Trade | Connection to market centres | Demolitions of shopping centre | Establishment of market centres and parking bays along the roads; Develop a resettlement plan. |
| | Environment | | Pollution | Comply with NEMA guidelines |
| | | | | |
| | | | | |

CHAPTER FOUR: IMPLEMENTATION MECHANISMS

4.1 Institutional and Coordination Framework

4.1.1 Institutional Arrangement

This section should highlight institutions and their specific roles in the implementation of the sectoral plan. The institutions will range from County Government Departments as well as other players such as the National Government Ministries, Departments and Agencies (MDAs). County Government institutions may include County Executive Committee, County Assembly, County Planning Unit, Council Sectoral Committees, County Budget and Economic Forum (CBEF), Regional Economic Blocs, Intergovernmental Sectoral Committees under Intergovernmental Budget and Economic Council (IBEC), among others.

4.1.2 Coordination Framework

This section should provide a structure for effective coordination of the implementation of the sector plan.

The section should also present a diagram depicting the coordination framework.

4.2 Financing Mechanism

This section should indicate the total cost of funding the sectoral plan disaggregated by funding sources. It should also indicate the estimated total cost of implementing the specific programmes, as well as the potential financing sources. Further, it should highlight the collaboration arrangements between the various agencies within the sector and other implementing agencies.

The funding sources may include county government budgets, national budgets, Public-Private Partnerships, development partners, private sector, among others. For the already determined Development Partners' funded programmes, the section should specify whether the funding is a grant or a loan.

4.3 Capacity Development

This section should provide measures to address capacity gaps that may hinder efficient and effective implementation of the initiatives in the sectoral plan. The capacity gaps to be

addressed will include those related to: skills and knowledge; systems and processes as well as tools and equipment.

4.4 Risk Management

This section should provide possible risks that may hinder implementation of the sectoral plan and discuss proposed mitigation measures, as indicated in Table 10.

Table 10: Risks, Levels, Owners and Mitigation Measures

| Risk | Risk Level (High, Moderate, Low) | Risk Owner(s) | Mitigation Measures |
|------|-----------------------------------|---------------|---------------------|
| | | | |
| | | | |

CHAPTER FIVE: MONITORING AND EVALUATION FRAMEWORK

5.1 Monitoring, Evaluation, Reporting and Learning

This section should provide a framework that will enable tracking implementation of the CSP and its continual review and updating. The section should be in line with the County Integrated Monitoring and Evaluation system (CIMES), County Monitoring and Evaluation Policy (if it exists) and other legal provisions. The information should be discussed under the following:

- M&E reporting structures
- Data sources and collection method
- Types of reports to be produced and their frequency, and consumers
- Dissemination and feedback mechanisms and citizens engagement
- Mechanism for reviewing and updating the sectoral plan

To effectively monitor the progress of implementation of programmes in the plan and eventually evaluate them, CSP should include as an Annex, a Monitoring and Evaluation Matrix indicating the programmes to be implemented, their envisaged outcomes, mid-term and end-term targets and performance indicators as shown in Table 11.

Table 11: Monitoring and Evaluation Matrix

| Programme | Outcome | Key Performance Indicator(s) | Baseline | | Targets | |
|------------------------------|---|--|-------------|-----------|---------------------|--------------------|
| | | | Year | Value | Five Year Target(s) | Ten Year Target(s) |
| <i>Water supply services</i> | <i>Increased access to clean and safe water</i> | <i>Percentage of households accessing clean and safe water</i> | <i>2018</i> | <i>60</i> | <i>80</i> | <i>100</i> |
| | | | | | | |
| | | | | | | |

* Baseline year and value should be based on the most current survey or research/review reports/progress reports

Annex 1 – List of Proposed Sectors

The matrix below shows the list of functions and the corresponding proposed county sectors.

| S/No | Function | Sector |
|------|---|--|
| | <ul style="list-style-type: none"> • Crop and animal husbandry • Livestock sale yards • County abattoirs • Plant and animal disease control • Fisheries • Arid and Semi-Arid • Licensing of dogs • Facilities for the accommodation, care and burial of animals. • Animal control and welfare | Agriculture and Livestock |
| | <ul style="list-style-type: none"> • County health facilities and pharmacies • Ambulance services • Promotion of primary health care • Licensing and control of undertakings that sell food to the public • Veterinary services (excluding regulation of the profession) • Cemeteries, funeral parlors and crematoria • Refuse removal, refuse dumps and solid waste disposal | Health and Sanitation |
| | <ul style="list-style-type: none"> • Pre-primary education • Basic Education (Primary and Secondary) • Tertiary Education • Village Polytechnics • Homecraft centres • Childcare facilities | Education |
| | <ul style="list-style-type: none"> • Betting, casinos and other forms of gambling • Racing • Liquor licensing • Cinemas • Video shows and hiring • Libraries • Museums • Sports and cultural activities and facilities • County parks, beaches and recreation facilities. • Youth, Gender and social services • Control of drugs and pornography | Social Protection, Culture and Recreation |
| | <ul style="list-style-type: none"> • Roads • Street lighting • Traffic and parking • Public road transport • Ferries and harbours • Electricity and gas reticulation and energy regulation | Transport and Energy |

| S/No | Function | Sector |
|-------------|---|---|
| | <ul style="list-style-type: none"> • Markets • Trade licenses (excluding regulation of professions) • Fair trading practices • Local tourism • Cooperative societies; • Industrialization | Trade, Industrialization and Tourism |
| | <ul style="list-style-type: none"> • Land survey and mapping • Boundaries and fencing • Housing • Urban Development • Storm water management systems in built-up areas • Firefighting services and disaster management | Lands, Housing and Physical Planning |
| | <ul style="list-style-type: none"> • Soil and water conservation • Forestry • Control of air pollution, noise pollution, other public nuisances • Water and sanitation services | Environment, Water, and Natural Resources |
| | <ul style="list-style-type: none"> • Statistics • Economic Planning and Finance • County Public service • County service delivery management • Decentralization • Inter-governmental relations • Governance • ICT | Administration and Intergovernmental Relations |

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